ICS-402
Incident Command System (ICS) Overview for Executives/ Senior Officials

Objectives (1 of 2)

- Describe the Incident Command System (ICS).
- Describe the various ways ICS can be applied.
- Define the role of an Executive/Senior Official relative to the ICS.
- Describe the major responsibilities of an Executive/ Senior Official as related to an incident.
- Demonstrate basic familiarity with ICS terminology.
- Describe the basic organization of ICS and know the functional responsibilities of the Command and General Staffs.
- Describe issues that influence incident complexity and the tools available to analyze complexity.

Objectives (2 of 2)

- Describe the differences between on-incident ICS organizations and activities and the activities accomplished by Emergency Operations Centers (EOCs), Area Commands, and Multiagency Coordination Systems (MACS).
- Explain the administrative, logistical, financial, and reporting implications of large incident operations.
- Describe the sources of information regarding the incident and how to access them.
- Describe types of agency(ies) policies and guidelines that influence management of incident or event activities.

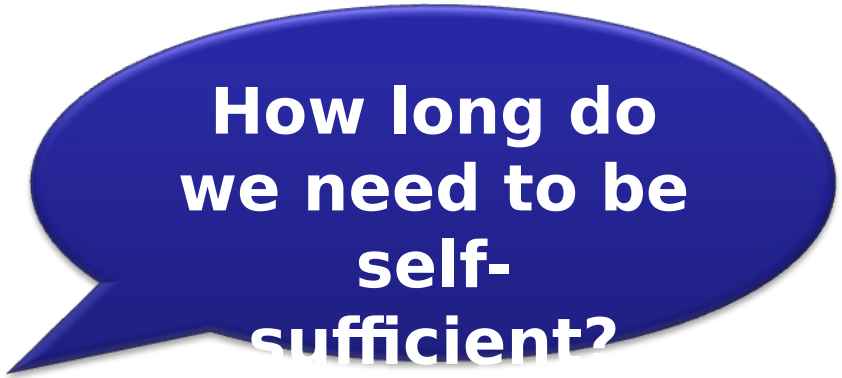
Part 1: What Is ICS?

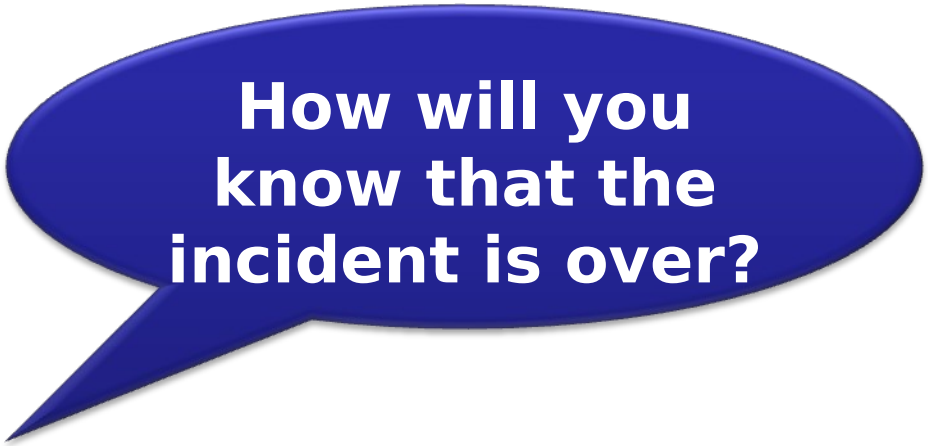
What Is an Incident?

An incident is . . .

. . . an occurrence, caused by either human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.

Incident Timeframes





What Is ICS?

The Incident Command System:

- **Is a standardized, on-scene, all-hazards incident management concept.**
- **Allows its users to adopt an integrated organizational structure to match the complexities and demands of**

  single or multiple incidents without being hindered by jurisdictional boundaries.

ICS Purposes

Using management best practices, ICS helps to ensure:

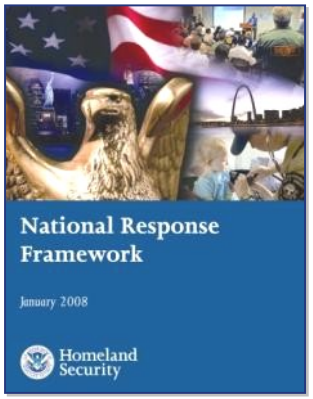
- **The safety of responders and others.**
- **The achievement of tactical objectives.**
- **The efficient use of resources.**

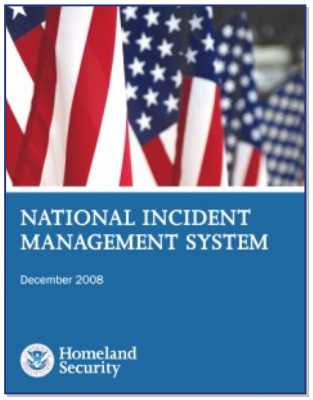
Legal Basis for ICS

HSPD-5 — **Management of Domestic Incidents**

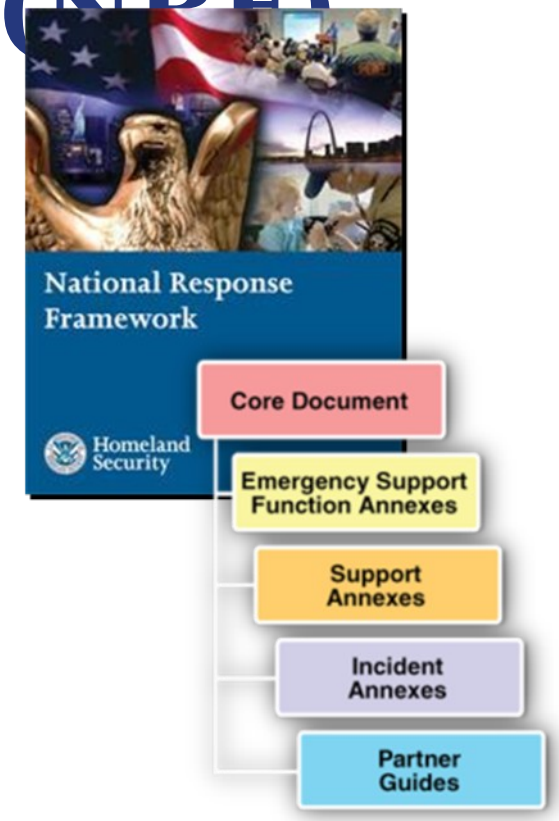
HSPD-8 — **National Preparedness**

Mandates



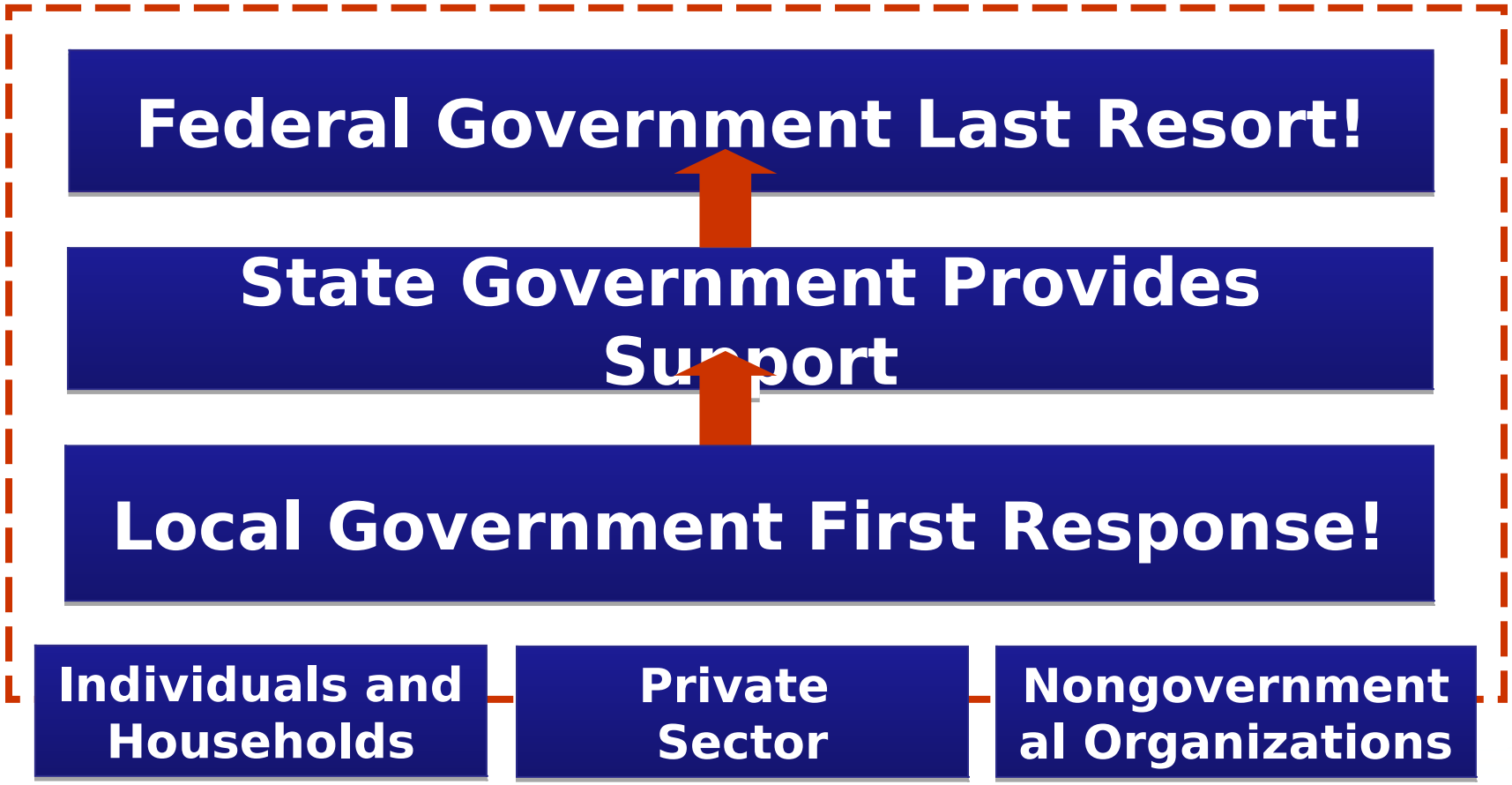


National Response Framework (NRF)

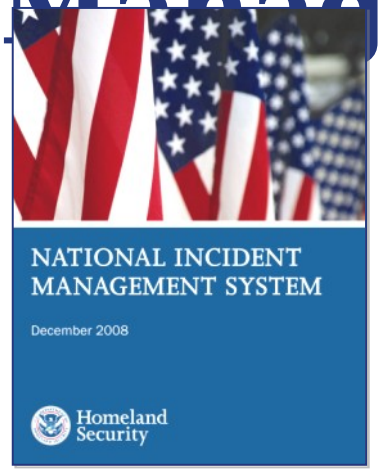


- Establishes a comprehensive, national, all-hazards approach to domestic incident response.
- Presents an overview of key response principles, roles, and structures that guide the national response.
- Includes the Core Document, Annexes, and Partner Guides.
- Replaces the National Response Plan.

NRF Emphasizes Partnerships



National Incident Management System



- **What? . . .** NIMS provides a consistent nationwide template . . .
- **Who? . . .** to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .
- **How? . . .** to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .
- **Why? . . .** in order to reduce the loss of life and property, and harm to the environment.

NIMS: What It Is/What It's Not

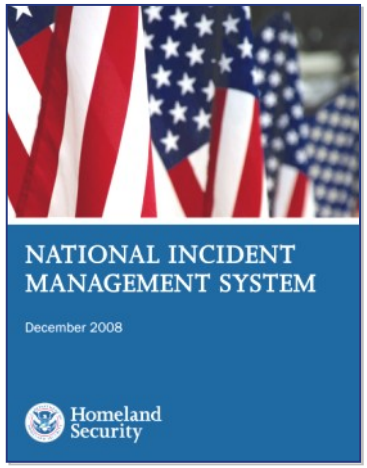
NIMS is . . .

- A flexible framework of:
  - Doctrine
  - Concepts
  - Principles
  - Terminology
  - Organizational processes
- Applicable to all hazards and jurisdictions

NIMS is <u>not</u> . . .

- An operational incident management plan
- A resource allocation plan
- A terrorism/WMD-specific plan
- Designed to address international events

NIMS Components



Preparedness

Communications and Information Management

Resource Management

Command and Management

- **Incident Command System**
- **Multiagency Coordination Systems**
- **Public Information**

Ongoing Management and Maintenance

NIMS & Institutionalizing ICS

Governmental officials must:

- **Adopt the ICS through executive order, proclamation, or legislation as the agency's/jurisdiction's official incident response system.**
- **Direct that incident managers and response organizations train, exercise, and use the ICS.**
- **Integrate ICS into functional and system-wide emergency operations policies, plans, and procedures.**
- **Conduct ICS training for responders, supervisors, and command-level officers.**
- **Conduct coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.**

Other ICS Mandates

- Hazardous Materials Incidents
  - Superfund Amendments and Reauthorization Act (SARA) – 1986
  - Occupational Safety and Health Administration (OSHA) Rule 29 CFR 1910.120
- State and Local Regulatio

Examples of Incidents Managed Using ICS

- Fire, both structural and wildland
- Natural disasters, such as tornadoes, floods, ice storms, or earthquakes
- Human and animal disease outbreaks
- Search and rescue missions
- Hazardous materials incidents
- Criminal acts and crime scene investigations
- Terrorist incidents, including the use of weapons of mass destruction
- National Special Security Events, such as Presidential visits or the Super Bowl
- Other planned events, such as parades or demonstrations

ICS Benefits

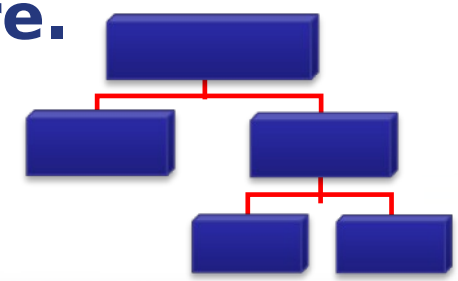
- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

Part 2: ICS Organization & Features

ICS Organization

Differs from the day-to-day, administrative organizational structures and positions.

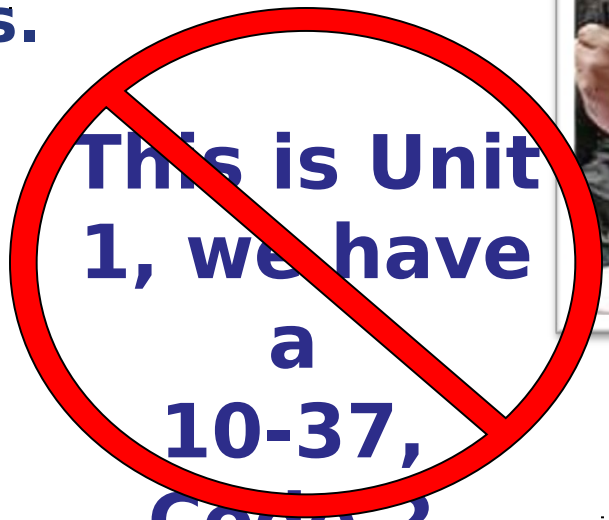
- **Unique ICS position titles and organizational structures are designed to avoid confusion during response.**
- **Rank may change during deployment. A "chief" may not hold that title when deployed under an ICS structure.**



Common Terminology

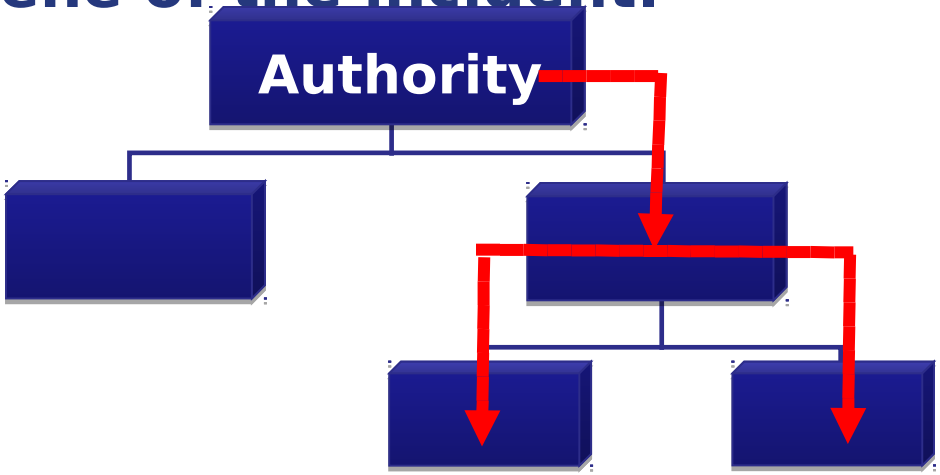
ICS requires the use of common terminology. Common terminology helps to define:

- **Organizational functions.**
- **Incident facilities.**
- **Resource descriptions.**
- **Position titles.**



Chain of Command

- **Chain of command** is an orderly line of authority within the ranks of the incident management organization.
- **Unity of command** means that every individual has a designated supervisor to whom he or she reports at the scene of the incident.



Incident Commander

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.

The most qualified person at the scene is designated as the Incident Commander.

Incident Commander's Role

The Incident Commander:

- **Provides overall leadership for incident response.**
- **Takes policy direction from the Executive/Senior Official.**
- **Delegates authority to others.**
- **Ensures incident safety.**
- **Provides information to internal and external stakeholders.**
- **Establishes and maintains liaison with other agencies participating in the incident.**
- **Establishes incident objectives.**
- **Directs the development of the Incident Action Plan.**

Executives'/Senior Officials' Role & Responsibilities

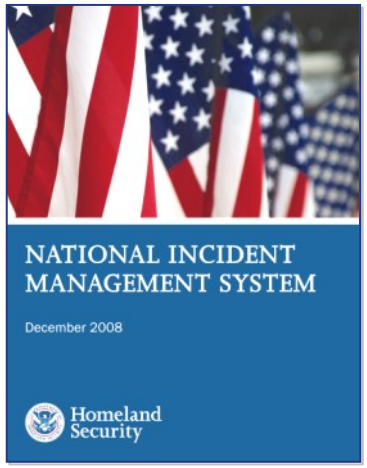
Executives/Senior Officials:

- Provide policy guidance on priorities and objectives based on situational needs and the Emergency Plan.
- Oversee resource coordination and support to the on-scene command from the Emergency Operations Center (EOC) or through dispatch.

Command vs. Coordination

What is the difference between command and coordination?

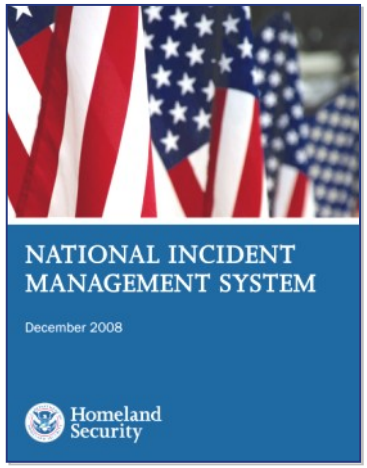
NIMS: Command



Command: The act of directing, ordering, or controlling by virtue of **explicit** statutory, regulatory, or delegated authority.

Who has the explicit authority for the management of all incident operations?

NIMS: Coordination



Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively.

Executives/Senior Officials Delegate Command Authority

- Executives/Senior Officials delegate authority to the designated Incident Commander for on-scene operations.
- The Incident Commander has direct tactical and operational responsibility for conducting incident manage activities.

Delegation of Authority

Delegation of authority may be in writing (established in advance) or verbal, and include:

- **Legal authorities and restrictions.**
- **Financial authorities and restrictions.**
- **Reporting requirements.**
- **Demographic issues.**
- **Political implications.**
- **Agency or jurisdictional priorities.**
- **Plan for public information management.**
- **Process for communications.**
- **Plan for ongoing incident evaluation.**

Summary: Incident Management Roles

Incident Commander's Role

The Incident Commander:

- Manages the incident at the scene.
- Keeps the EOC informed on all important matters pertaining to the incident.

Agency Executives'/Senior Officials' Role

These officials provide the following to the Incident Commander:

- Policy
- Mission
- Strategic direction
- Authority

To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.

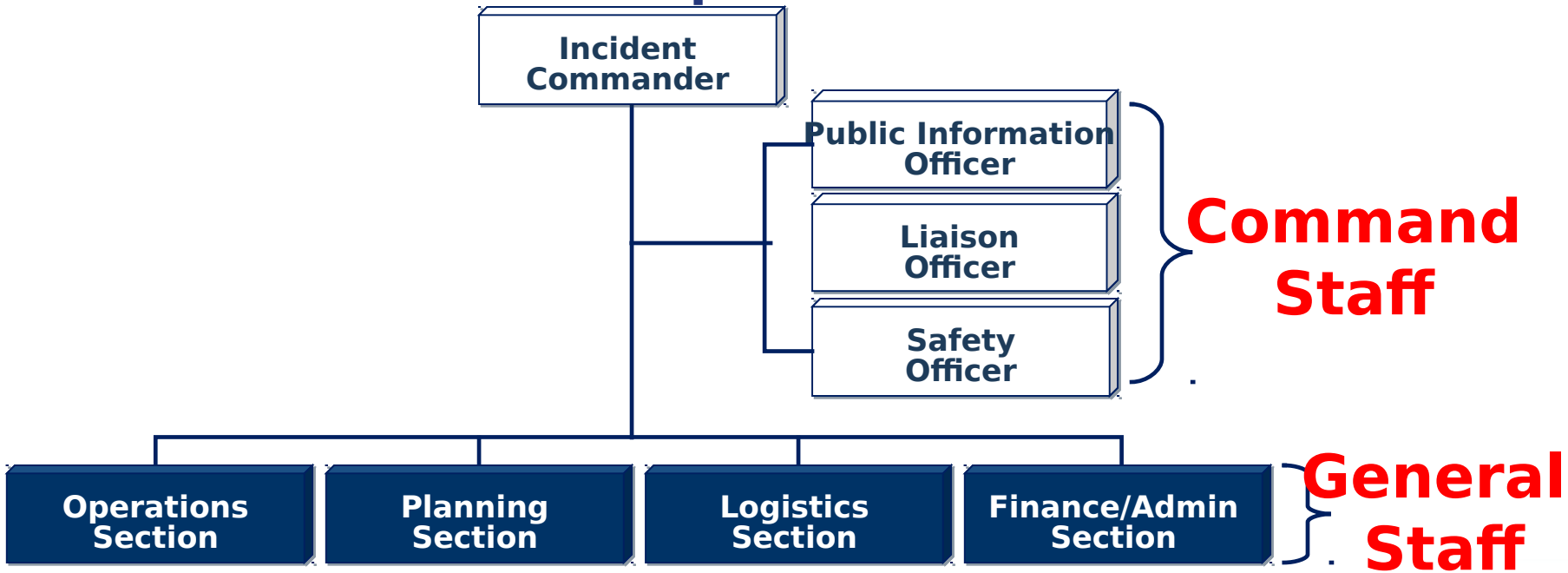
Command Staff

The Incident Commander may designate a Command Staff who:

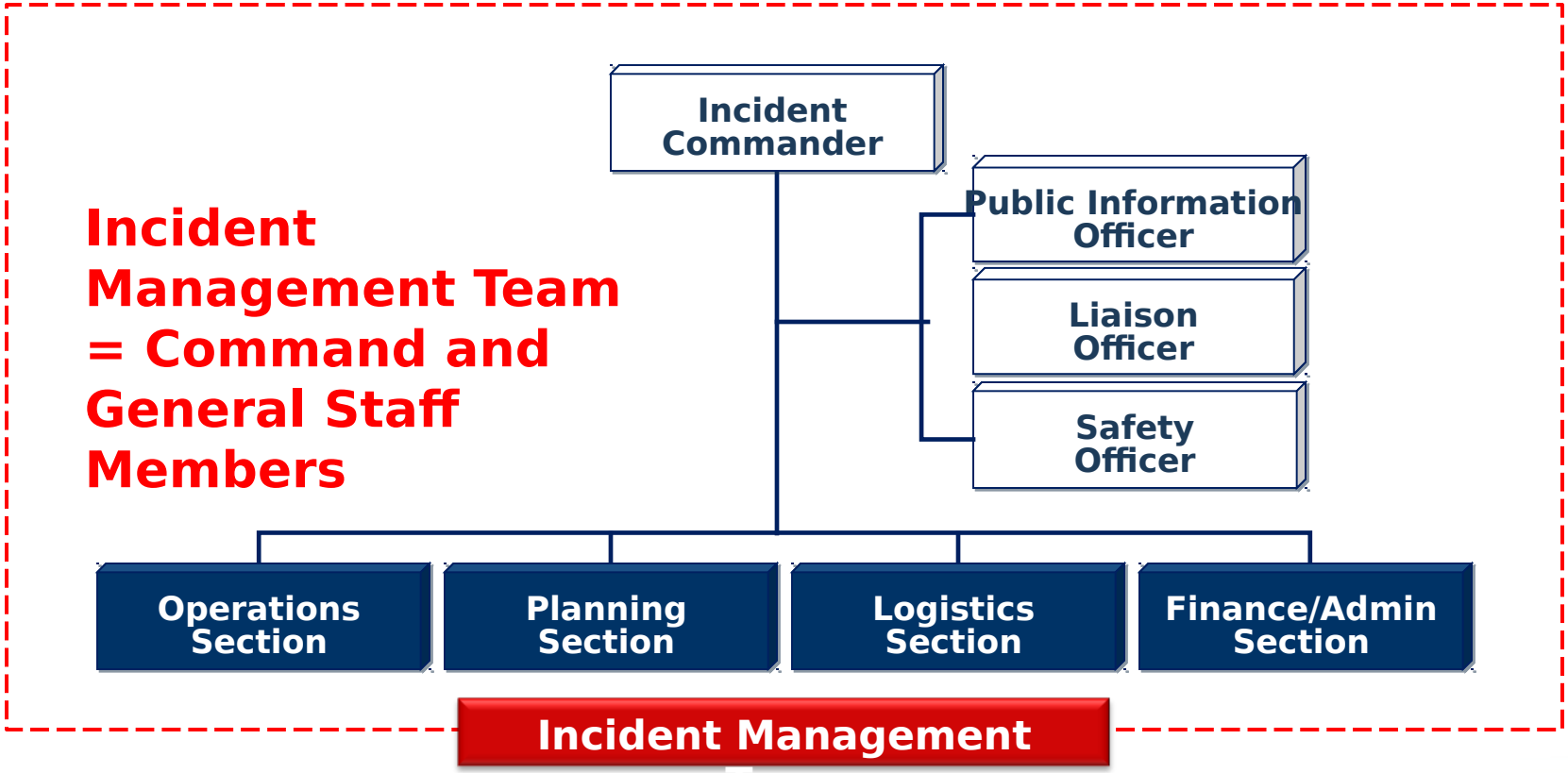
- **Provide information, liaison, and safety services for the entire organization.**
- **Report directly to the Incident Commande**

General Staff

As the incident expands in complexity, the Incident Commander may add General Staff Sections to maintain span of control.



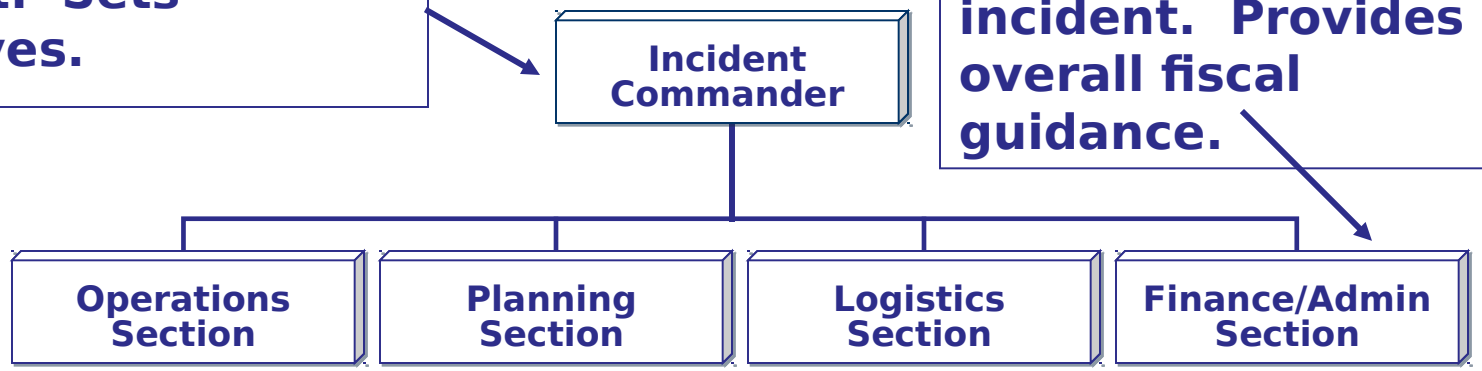
Incident Management Team



Who Does What?

Command: Overall responsibility for the incident. Sets objectives.

Finance/Admin: Monitors costs related to the incident. Provides overall fiscal guidance.



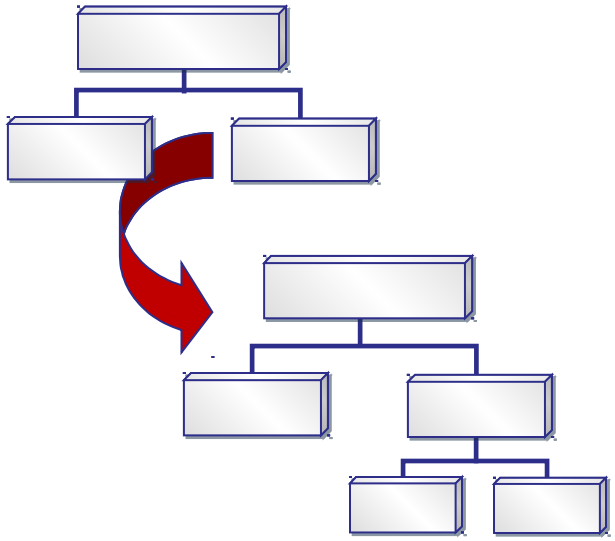
Operations: Develops the tactical organization and directs all resources to carry out the Incident Action Plan.

Planning: Develops the Incident Action Plan to accomplish the objectives.

Logistics: Provides resources and all other services needed to support the incident.

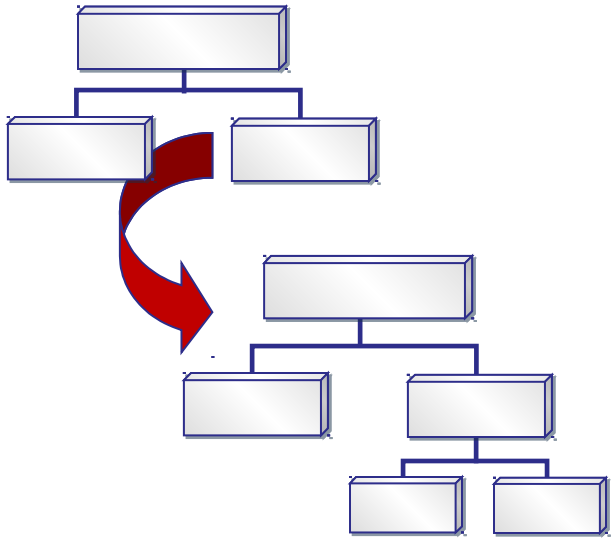
Modular Organization (1 of 2)

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident.
- Is based on the hazard environment created by the incident.



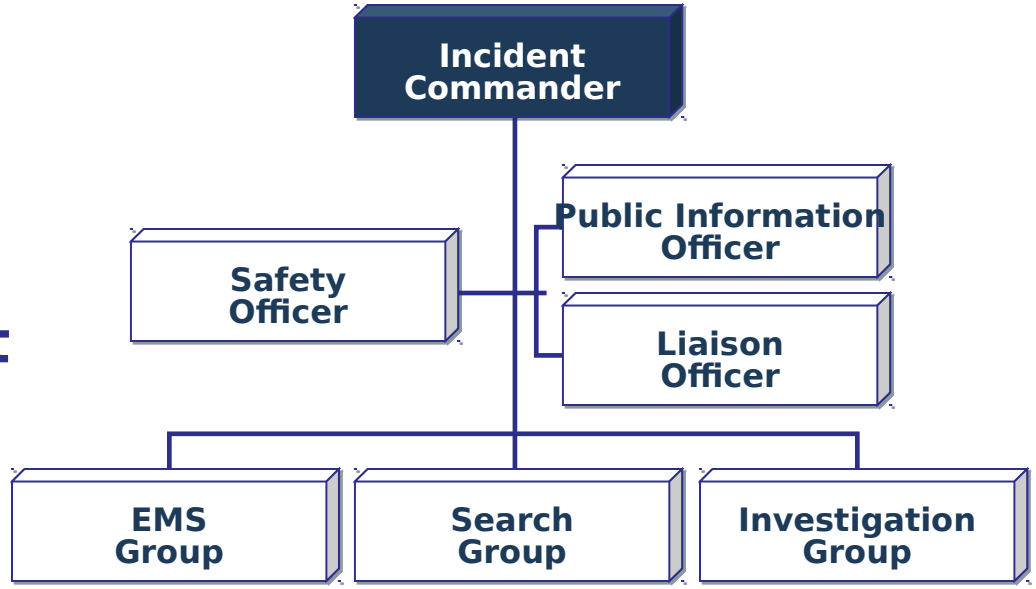
Modular Organization (2 of 2)

- **Incident objectives determine the organizational size.**
- **Only functions/positions that are necessary will be filled.**
- **Each element must have a person in charge.**



Example: Expanding Incident (1 of 3)

Scenario: On a chilly autumn day, a parent calls 911 to report a missing 7-year-old child in a wooded area adjacent to a coastal area.

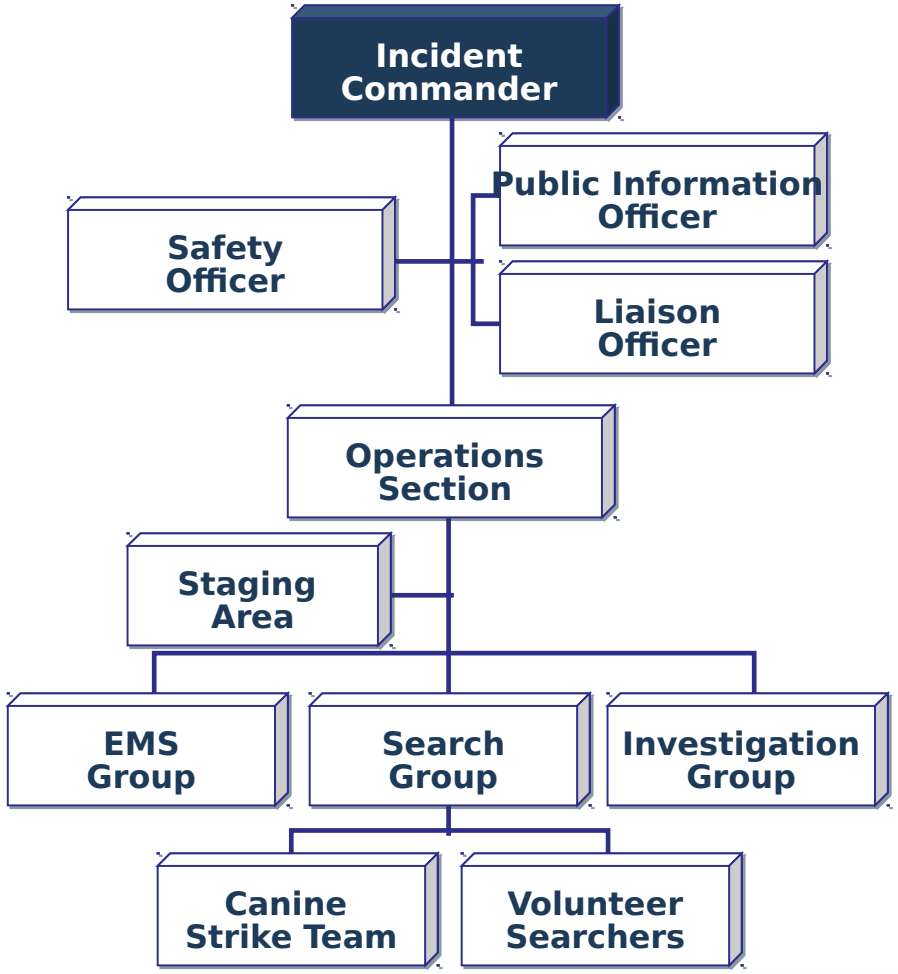


Initially, the Incident Commander manages the General Staff resources.

Example: Expanding Incident (2 of 3)

Scenario: As additional resource personnel arrive, the Incident Commander assigns an Operations Section Chief to maintain span of control.

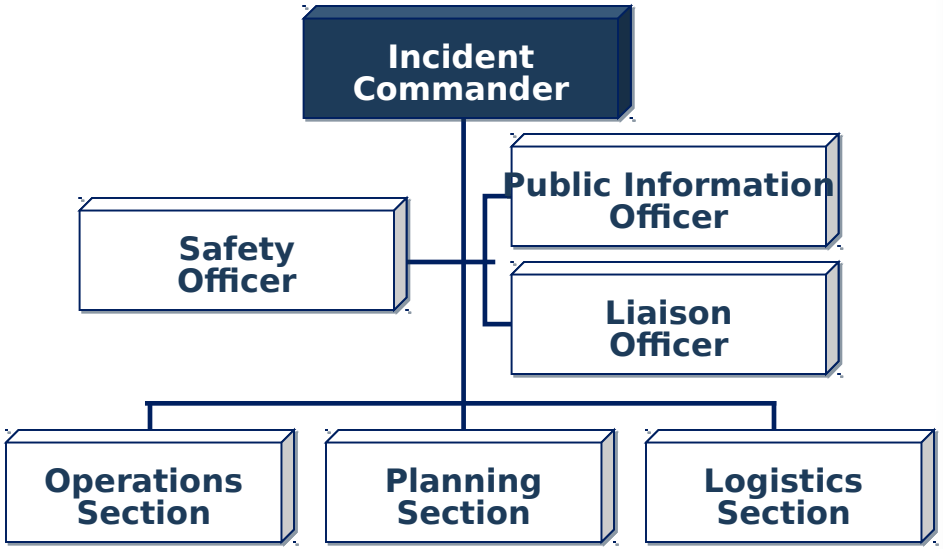
As the incident expands, an Operations Section Chief is assigned.



Example: Expanding Incident (3 of 3)

Scenario: With hundreds of responders and volunteers arriving, there is a need for on-scene support of the planning and logistics functions.

The Incident Commander adds a Planning Section Chief and Logistics Section Chief.



Remember . . . Not all Sections need to be activated!

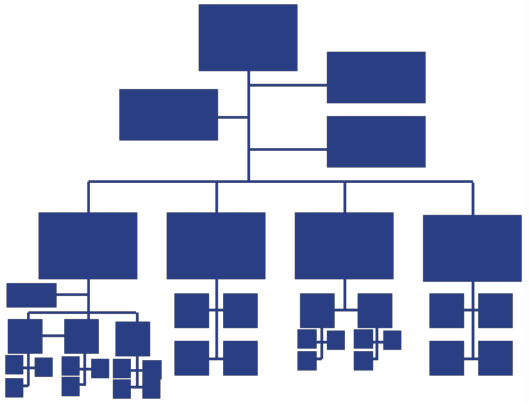
Incident Complexity and Resource Needs

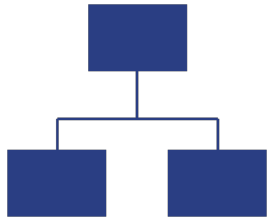
Incident Complexity

Resource Needs

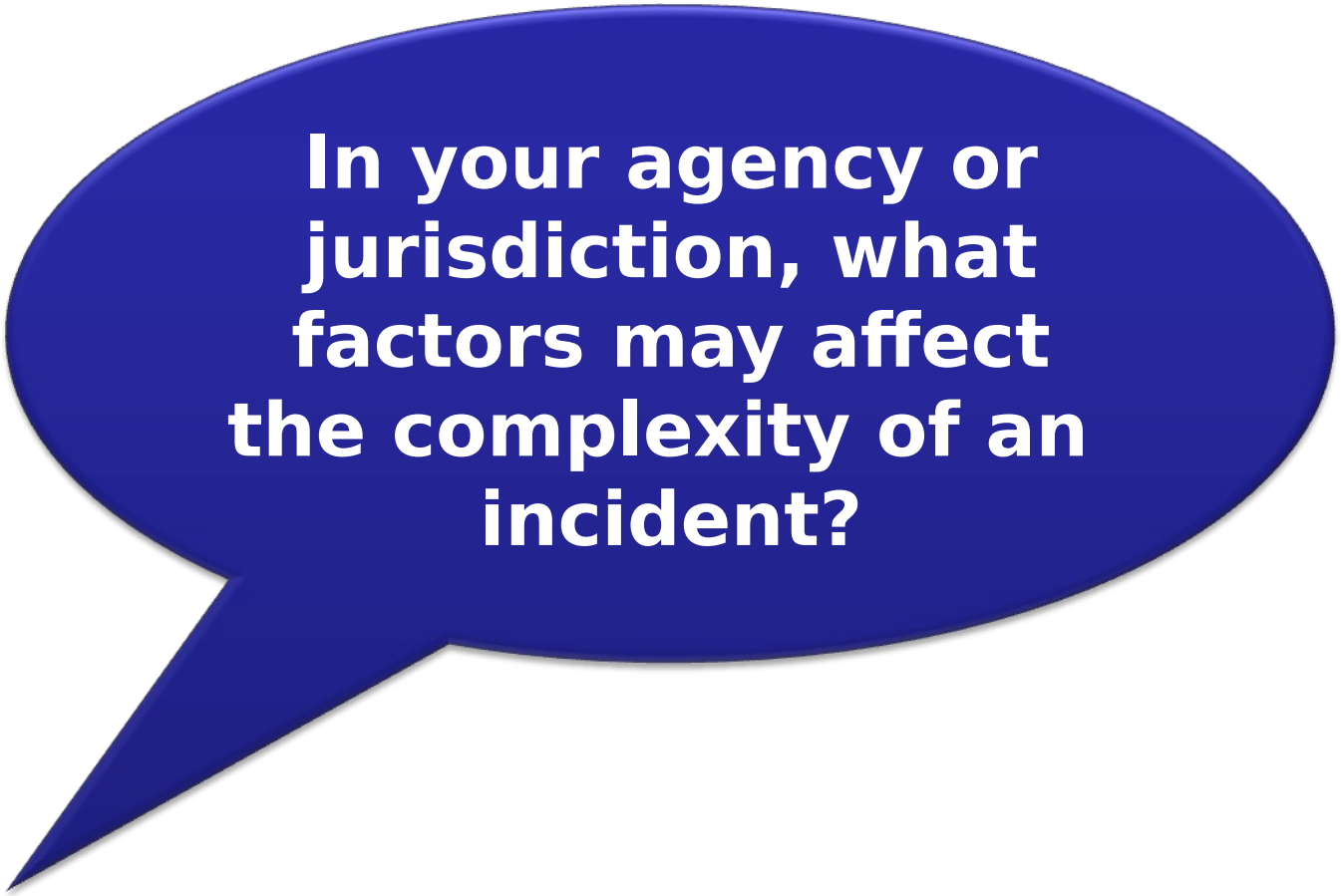
ICS Structure

Complexity





Complexity Analysis Factors



Management by Objectives

- **ICS is managed by objectives.**
- **Objectives are communicated throughout the entire ICS organization.**

Overall Priorities

Initial decisions and objectives are established based on the following priorities:

#1: Life Safety

#2: Incident Stabilization

#3: Property/Environmental Conservation

Reliance on an Incident Action Plan

- The Incident Commander creates an Incident Action Plan (IAP) that:
  - Specifies the incident objectives.
  - States the activities to be comple
  - Covers a specified timeframe, cal an operational period.
  - May be oral or written—except for hazardous materials incidents, which require a written IAP.
  - Takes into account legal and policy considerations and direction.

Resource Management

Resource management includes processes for:

- **Categorizing resources.**
- **Ordering resources.**
- **Dispatching resources.**
- **Tracking resources.**
- **Recovering resources.**

It also includes processes for reimbursement for resources, as appropriate.

Integrated Communications

Incident communications are facilitated through:

- **The development and use of a common communications plan.**
- **The interoperability of communication equipment, procedures, and systems.**

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

Interoperability Saves Lives

Jan. 13, 1982: 70 people lost their lives when Air Florida Flight 90 crashed in Washington, DC. Police, fire, and EMS crews responded quickly but couldn't coordinate their efforts because they couldn't talk to each other by radio.

Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

**Interoperability makes sense. It's a cost-saver,
a resource-saver, and a lifesaver.**

Mobilization

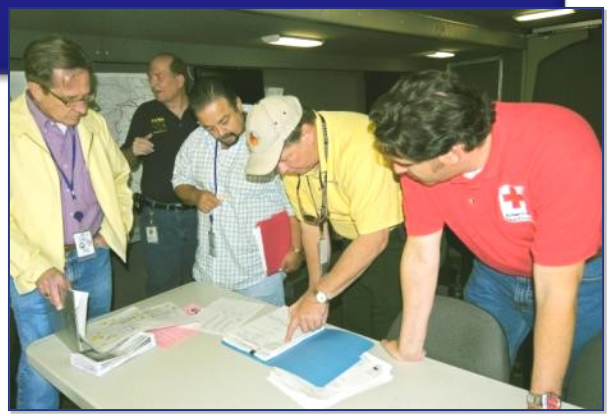
At any incident:

- **The situation must be assessed and the response planned.**
- **Managing resources safely and effectively is the most important consideration.**
- **Personnel and equipment should not be dispatched unless requested by the on-scene Incident Command.**

Part 3: Unified & Area Command

Unified Command

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident.



In Unified Command, no agency's legal authorities will be compromised or neglected.

Unified Command

- Establishes a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor.

Example: Unified Command

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- **Most of the bus is in Franklin County.**
- **A small part of the bus is in Revere County (their home county).**

Why might a Unified Command be used to manage this incident?

Definition of Area Command

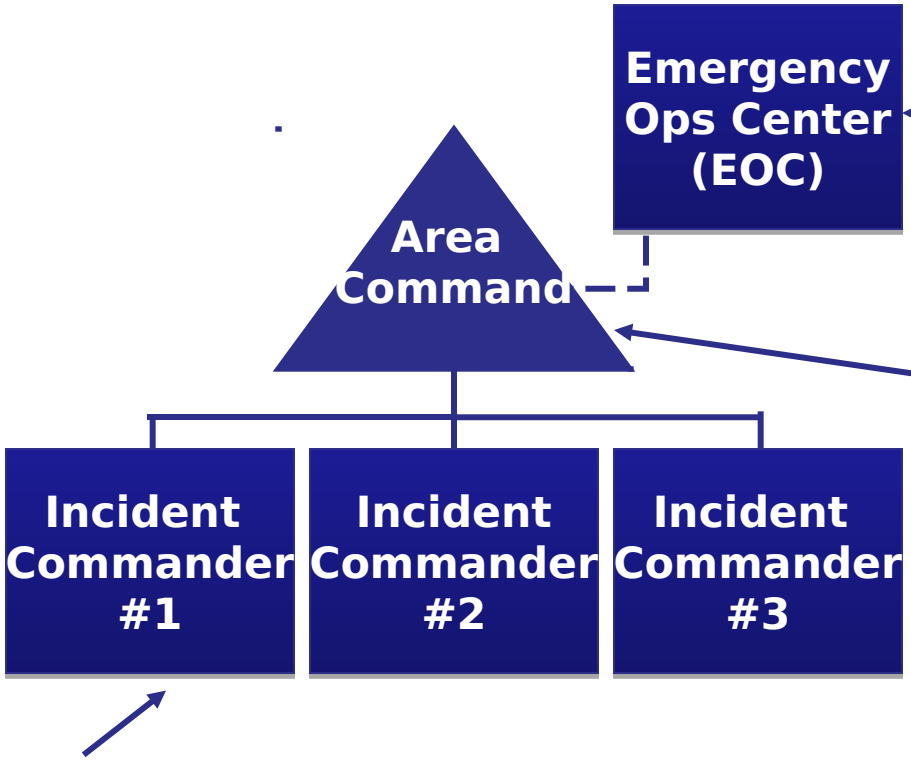
Area Command is used to oversee the management of:

- **Multiple incidents that are each being handled by an Incident Command System organization; or**
- **A very large incident that has multiple incident mana s assigned to it.**

Area Command: Primary Functions

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that Incident Management Team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.

Key Terms



Emergency Operations Center: The physical location at which the coordination of information and resources to support

Area Command: Oversees the management of multiple incidents. Area Command may be unified, and works directly with Incident Commanders.

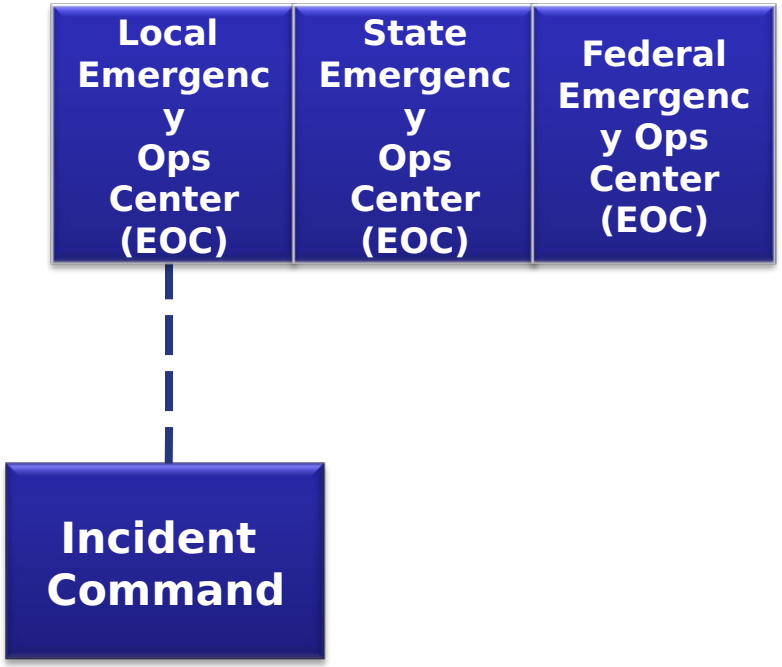
Incident Commander: Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

Part 4: Coordination & Incident Management Assessment

Multiagency Support and Coordination

Provide coordination to incident command by:

- Making policy decisions.
- Establishing priorities.
- Resolving critical resource issues.
- Facilitating logistics support and resource tracking.
- Collecting, analyzing, and disseminating information.



A System . . . Not a Facility

Dispatch

On-Scene Command

Coordination Resource Centers

Multiagency Coordination System

Coordination Entities/ Groups

Emergency Operations Centers

Managing Public Information

The Public Information Officer:

- Represents and advises the Incident Command.
- Manages on-scene media and public inquiries.

The Joint Information Center (JIC) is a physical location used to coordinate:

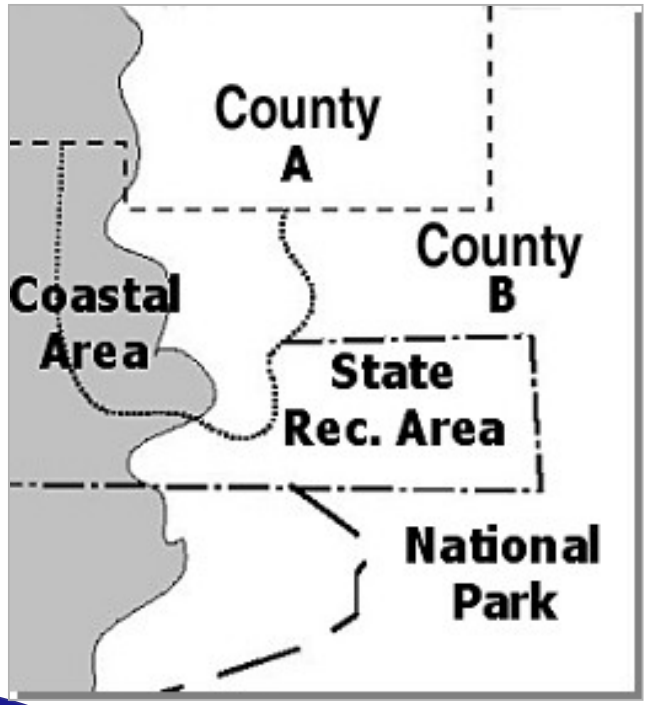
- Critical emergency information.
- Crisis communications.
- Public affairs functions.

Speaking With One Voice

- **Executives/Senior Officials must coordinate and integrate messages with on-scene Public Information Officers and other agencies.**
- **A Joint Information System (established procedures and protocols) is used to help ensure coordination of messages.**

Coordination Among Agencies

A wide-area search is underway for a child who is missing. The search covers the areas shown on the map.



What agencies may be part of the MACS?

What activities are being coordinated?

Incident Management

Assessment

Assessment is an important leadership responsibility. Assessment methods include:

- **Corrective action report after-action review.**
- **Post-incident analysis.**
- **Debriefing.**
- **Post-incident critique.**
- **Mitigation plans.**

After-Action Review

Ensure an after-action review is conducted and answers the following questions:

- **What did we set out to do?**
- **What actually happened?**
- **Why did it happen?**
- **What are we going to do different next time?**
- **Are there lessons learned that should be shared?**
- **What followup is needed?**

Part 5: NIMS Preparedness

Check Plans, Policies, and Laws

Do your agency's/jurisdiction's preparedness plans, policies, and laws:

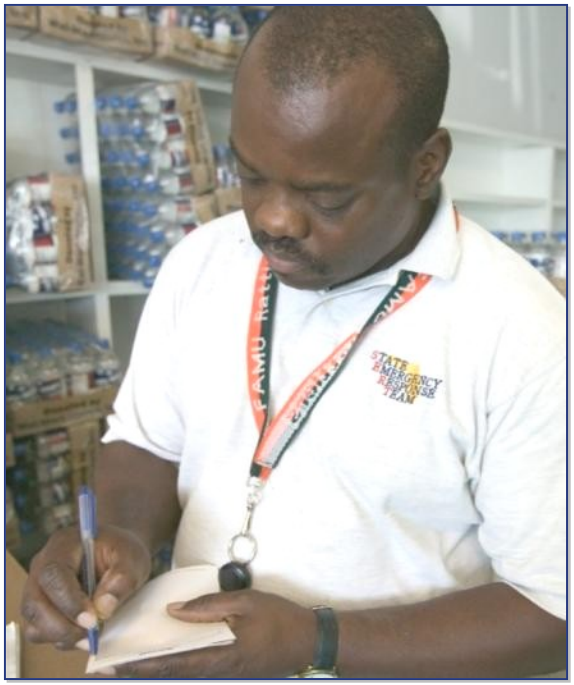
- **Comply with NIMS, including ICS?**
- **Cover all hazards?**
- **Include delegations of authority (as appropriate)?**
- **Include up-to-date information?**

Establish Resource Management Systems

Do you have established systems for:

- Describing, inventorying, requesting, and tracking resources?
- Activating and dispatching resources?
- Managing volunteers?
- Demobilizing or recalling resources?
- Financial tracking, reimbursement, and reporting?

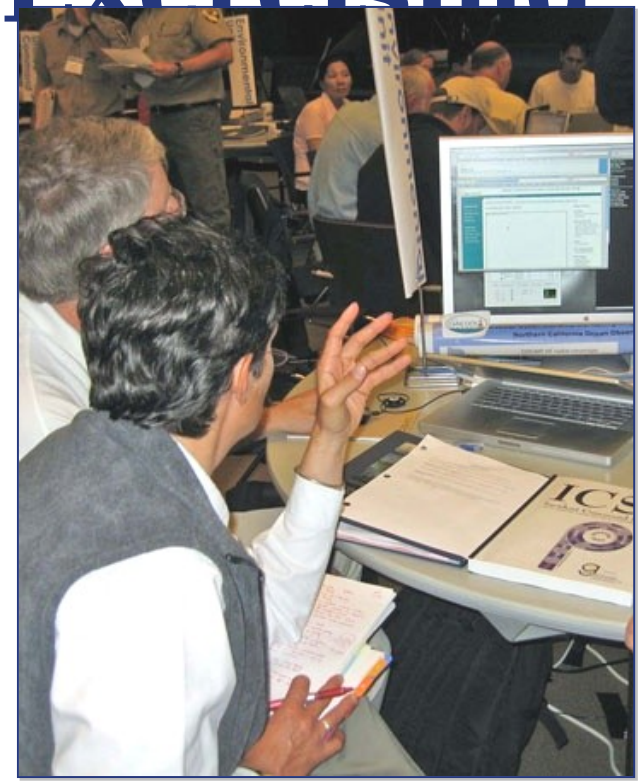
- Do you have mutual aid and assistance agreements for obtaining resources, facilities, services, and other required support during an incident?



Establish Communications and Information Systems

- Do you have protocols and procedures for:
  - Formulating and disseminating indications and warnings?
  - Formulating, executing, and communicating operational decisions?
  - Preparing for potential requirements and requests supporting incident management activities?
  - Developing and maintaining situation awareness?
- Can responders from different agencies (e.g., fire, police, public works) or mutual aid and assistance partners communicate with one another?
- Do you have a plan/budget for maintaining and replacing your emergency communication systems?

Training, Credentialing, and Exercising



- Do you have sufficient qualified personnel to assume ICS Command and General Staff positions?
- Can you verify that personnel meet established professional standards for:
  - Training?
  - Experience?
  - Performance?
- When was the last tabletop or functional exercise that practiced command and coordination functions? Did you participate in that exercise?

Additional Resources

- **NRF Resource Center: www.fema.gov/nrf**
- **NIMS Resource Center: www.fema.gov/nims**
- **ICS Resource Center: ww.training.fema.gov/emiweb/IS/ICSResource**

Leadership

Most importantly, Executives/Senior Officials provide leadership.

Leadership means . . .

- **Motivating and supporting trained, on-scene responders so that they can accomplish difficult tasks under dangerous, stressful circumstances.**
- **Instilling confidence in the public that the incident is being managed effectively.**